

**Chapter 8:
Recruitment, Selection
and Retention**

THIRD EDITION

HUMAN RESOURCES IN HEALTHCARE

Managing for Success

Part One | Recruitment and Placement



First Function: Recruitment, Selection & Retention



Job Analysis

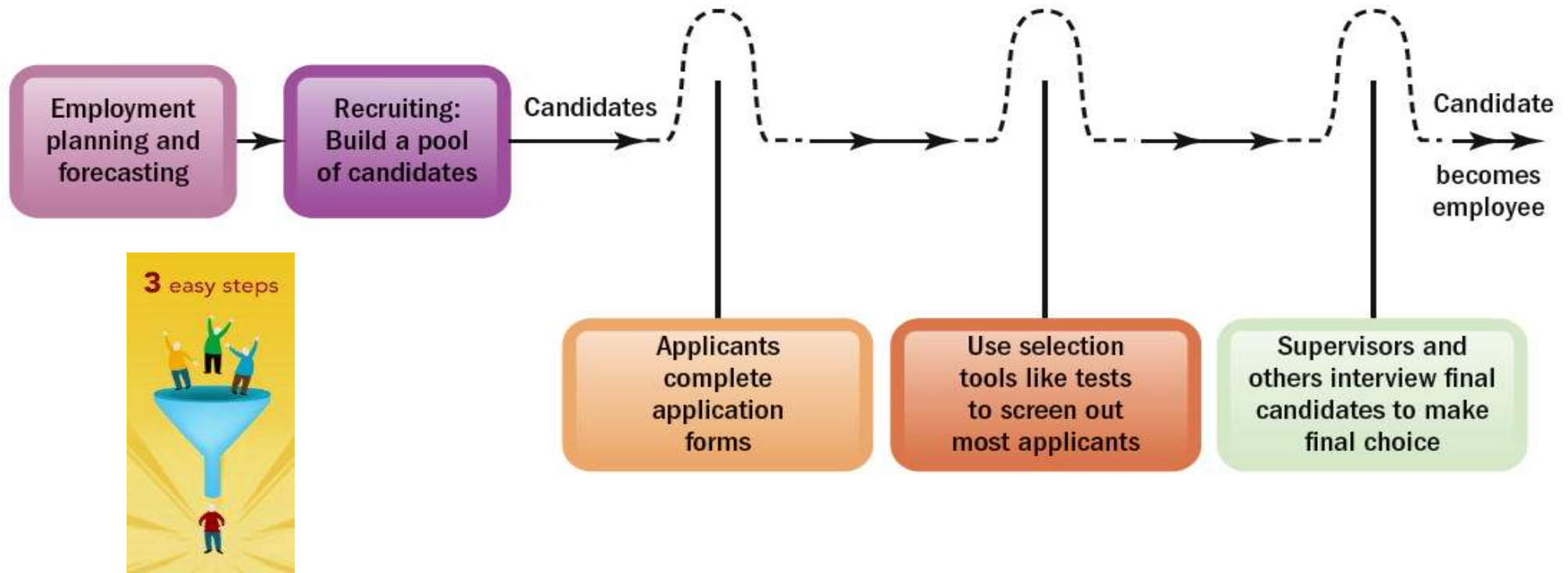
Recruitment , Selection and Retention



Second Part

SELECTION AND RETENTION

Steps in Recruitment and Selection Process



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.



Selection

- Employee selection is the process of collecting and evaluating applicant information that will help the employer to extend a job offer.
- In staffing health centers in remote or undesirable locations, applicant availability rather than the comparative competence of the applicant, is the key criterion for selection in such situations.





The Question of Fit

- **Person-job fit:** selecting a candidate who has the required specifications (KSA) for the job.
- **Person-organization fit:** the extent to which an applicant's values match the values and culture of the organization
- Both person-job and person-organization fit have great importance for hiring a nurse on a psychiatric unit.
- However, person-organization fit may be less important in hiring a medical data-entry clerk, although an argument could clearly be made for the significance of that fit for this job.



Selection - The Question of Fit



Person-job-fit
(Competencies = KSA)



Person-organization-fit
(Culture)



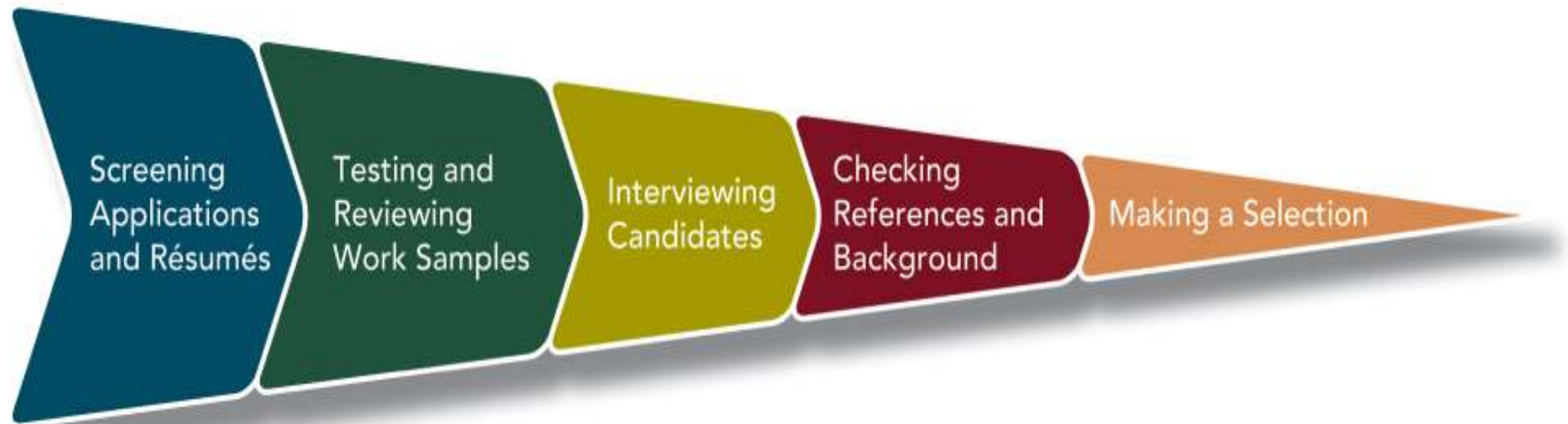
Job Requirements & Selection Tools

- Selection tools refer to any procedures or systems used to obtain job-related information about job applicants.
- Many selection tools are available, including:
 1. The job application form
 2. Standardized tests
 3. Assessment Centers
 4. Personal interviews
 5. References





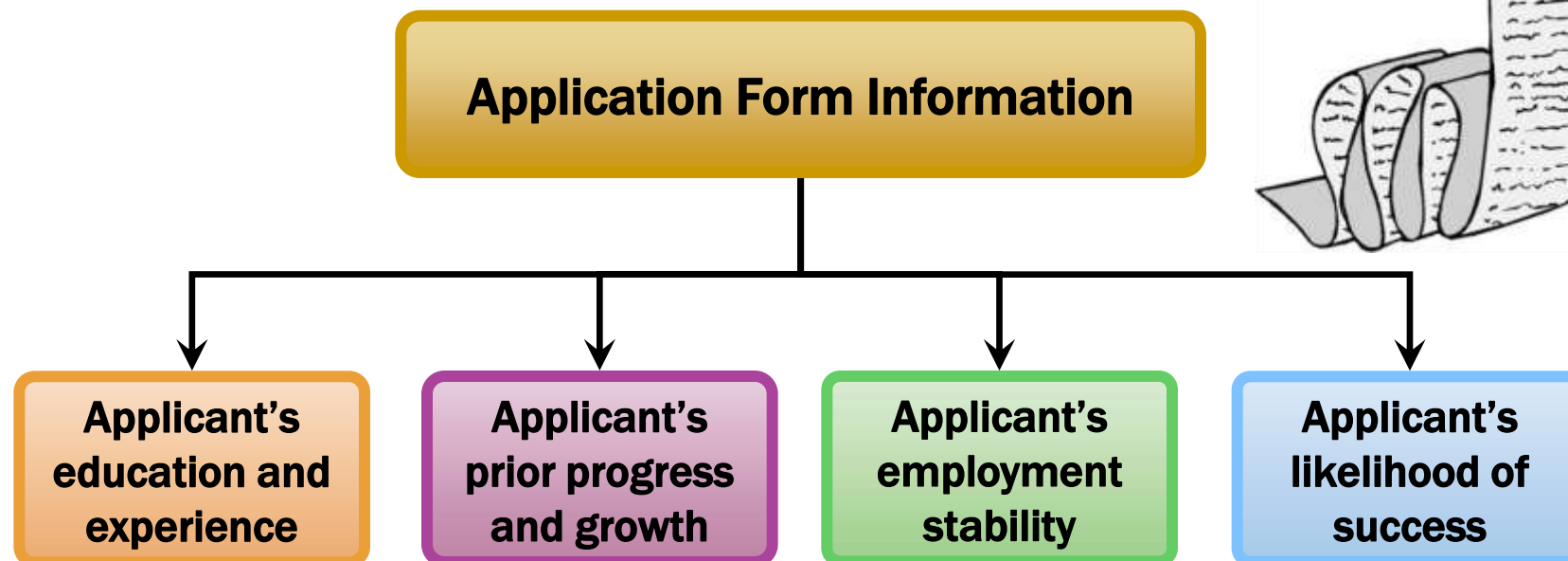
Steps in the Selection Process





Job Requirements & Selection Tools

1. Job Application Form



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Job Requirements & Selection Tools

➤ *1. Job Application Form*

- methods used to improve the usefulness of application forms:
 - First, create an appendix to the application that asks applicants to provide information (KSA) that is specific to the open position.
 - Second, include a statement “all the information reported is accurate” then be required to sign
 - Third, ensure that illegal inquiries about personal information (e.g., marital status, height, weight) are excluded from the form.



Job Requirements & Selection Tools

2. Standardized tests

- **Validity:** the test measures what is meant to be measured
- **Criterion-related validity:** is the extent to which a selection tool is associated with job performance
- **Reliability:** the test provides the same result over and over again (repeatability or consistency) regardless of who administers the test or in what context



Job Requirements & Selection Tools

2. Standardized tests

– Ability and Aptitude Tests

- including personality, honesty, integrity, cognitive reasoning, and fine motor coordination tests
- The key is to ensure that such tests are actually representative of the work involved in a particular job





TABLE 8.6
Relative
Reliability of
Human
Attributes

<i>Level of Reliability</i>	<i>Human Attributes</i>
High	<i>Personal</i> Height Weight Vision Hearing
Medium	<i>Attitudes and Skills</i> Dexterity Mathematical skills Verbal ability Intelligence Clerical skills Mechanical skills
Medium to low	<i>Interests</i> Economic Scientific Mechanical Cultural
Low	<i>Personality</i> Sociability Dominance Cooperativeness Tolerance

SOURCES: Adapted from Albright, L. E., J. R. Glennon, and W. J. Smith. 1963. *The Use of Psychological Tests in Industry*. Cleveland, OH: Howard Allen; Gatewood, R. D., and H. S. Feild. 1998. *Human Resource Selection, 4th Edition*. Fort Worth, TX: Dryden.



Job Requirements & Selection Tools

3. Assessment Centers

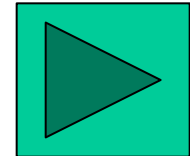
- Is a highly sophisticated and multidimensional method of evaluating applicants.
- Series of assessment procedures that are used to test an applicant's managerial skills.
- Typical assessment formats include paper-and-pencil tests, leaderless group discussions, role-playing, intelligence tests and personality tests.
- Positive statistical relationships exist between the use of assessment centers and a high level of job performance



Job Requirements & Selection Tools

4. *Personal Interviews*

- A procedure designed to obtain information from a person through oral responses to oral inquiries



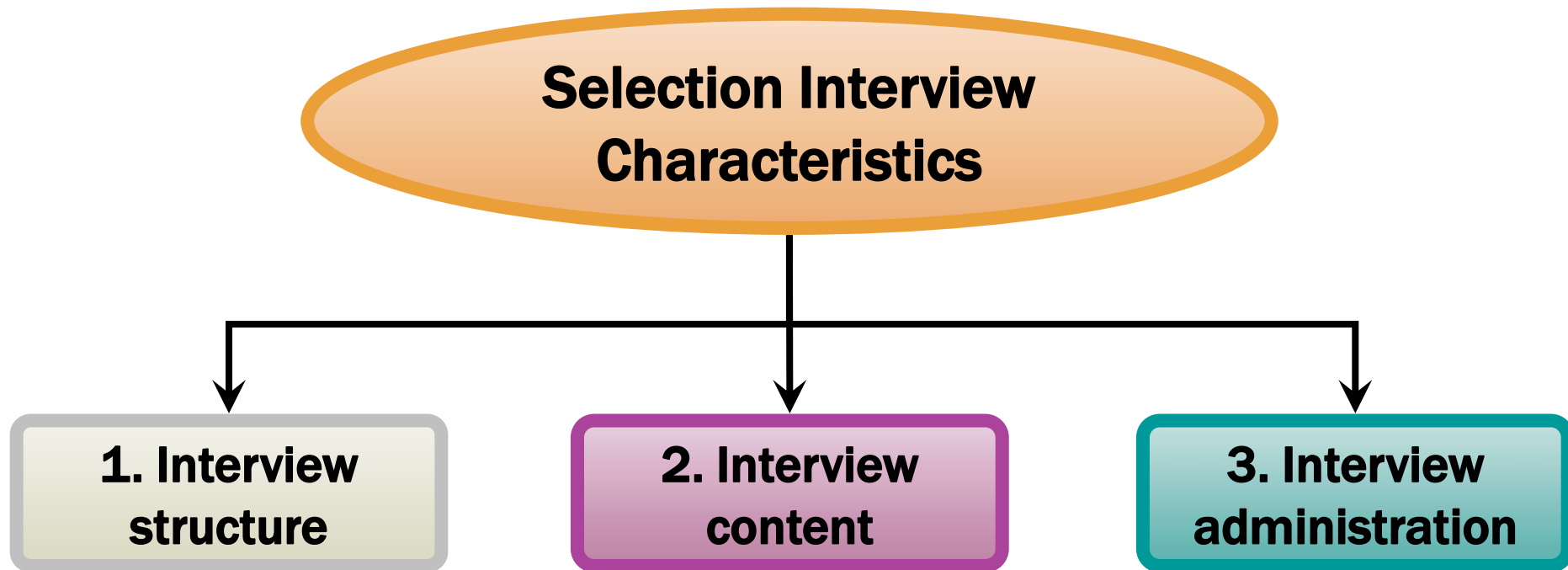
➤ *Selection interviews can be classified according to*

1. Interview Structure
2. Interview Content
3. Interview Administration



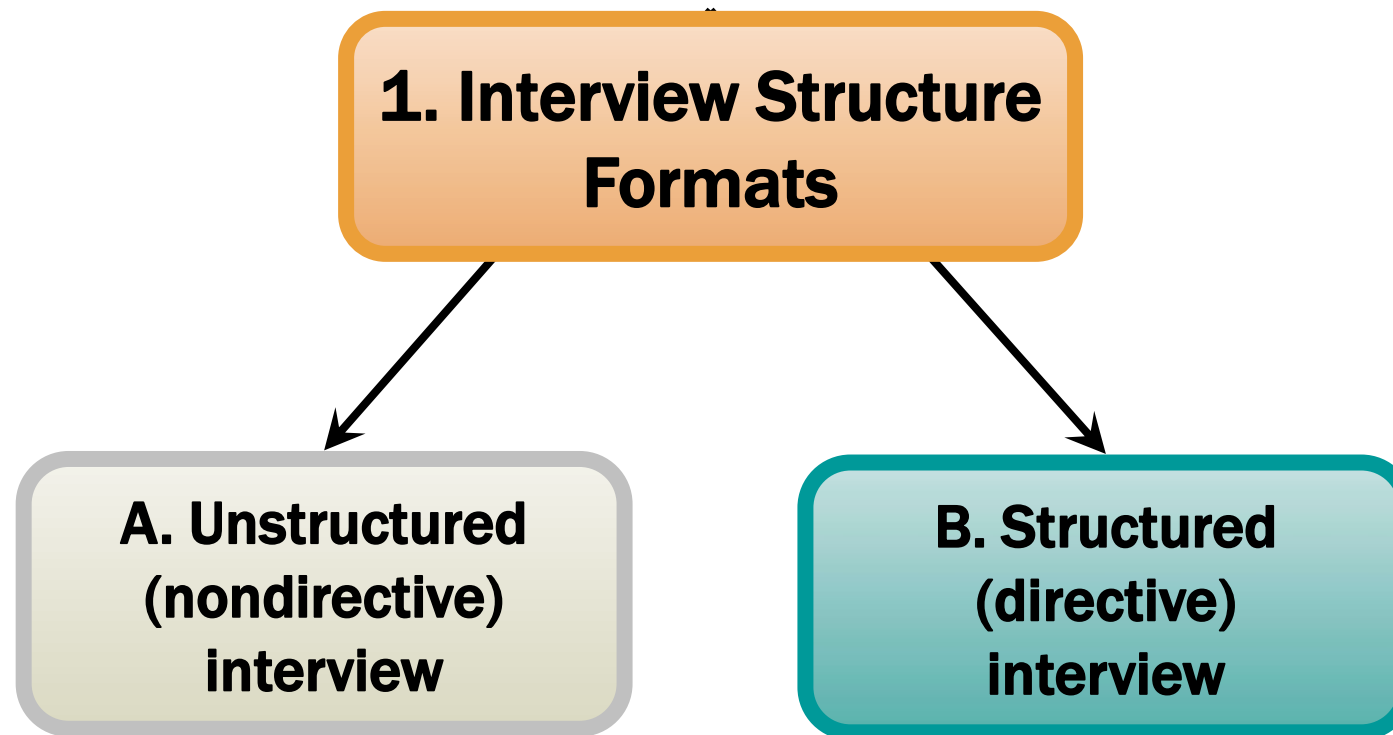


Selection Interview Classification





1. Interview Format





Job Requirements & Selection Tools

1. Interview Structure

- **Unstructured interviews** present few constraints in how interviewers go about gathering information and evaluating applicants.
- As a result, unstructured interviews may be very subjective (conversational style) and thus tend to be less reliable than structured interviews.
- In a **structured interview**, the questions are clearly job related and based on the result of a thorough job analysis.



What is the maximum amount of time you would consider traveling? _____

Are you able to work overtime? _____

What about working on weekends? _____

Self-Assessment

What do you feel are your strong points? _____

What do you feel are your weak points? _____

Interviewer: Compare the applicant's responses with the information furnished on the application for employment. Clear up any discrepancies. _____

Before the applicant leaves, the interviewer should provide basic information about the organization and the job opening, if this has not already been done. The applicant should be given information on the work location, work hours, the wage or salary, type of remuneration (salary or salary plus bonus, etc.), and other factors that may affect the applicant's interest in the job.

Interviewer's Impressions

Rate each characteristic from 1 to 4, with 1 being the highest rating and 4 being the lowest.

Personal Characteristics	1	2	3	4	Comments
Personal appearance					
Poise, manner					
Speech					
Cooperation with interviewer					
Job-related Characteristics					
Experience for this job					
Knowledge of job					
Interpersonal relationships					
Effectiveness					

Overall rating for job

1	2	3	4	5
____ Superior	____ Above Average (well qualified)	____ Average (qualified)	____ Marginal (barely qualified)	____ Unsatisfactory

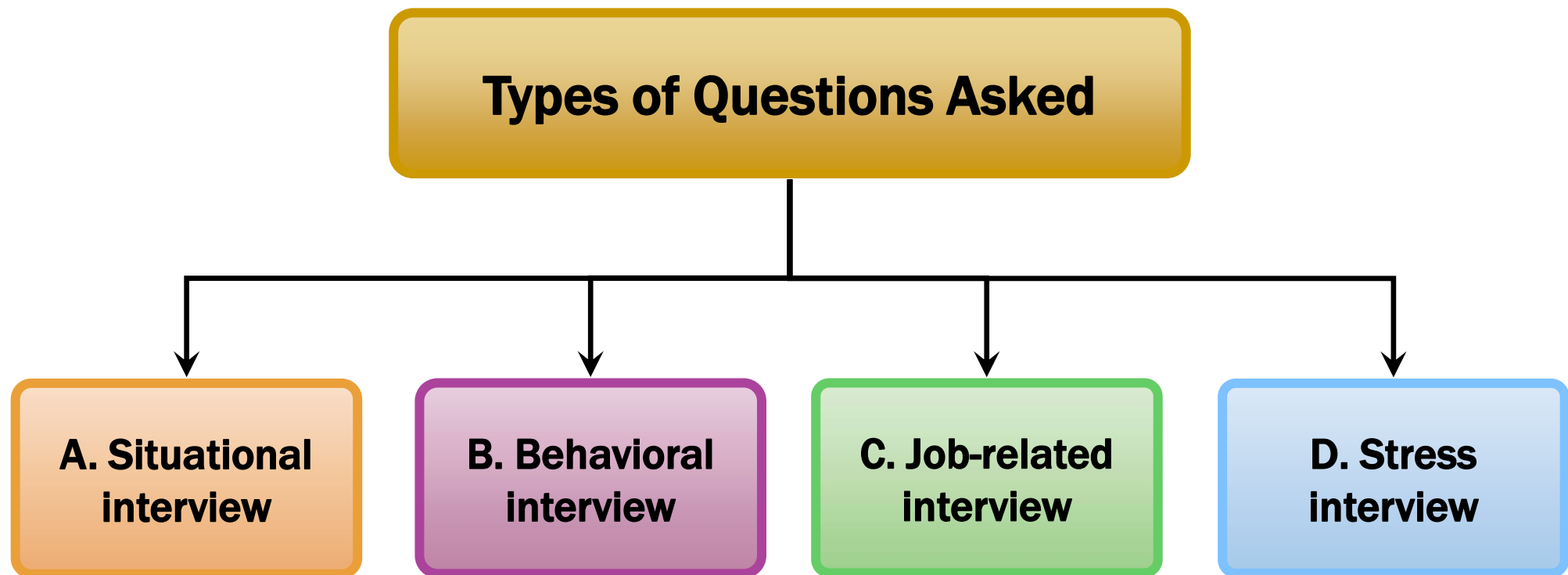
Comments or remarks _____

Interviewer _____ Date _____

Structured Interview Guide

Source: Copyright 1992. The Dartnell Corporation, Chicago, IL. Adapted with permission.

2. Interview Content





Interview Content: Types of Questions

➤ *A. Situational questions*

- relate to how an applicant may handle a hypothetical work scenario

➤ *B. Behavioral (experience-based) questions*

- how the candidate previously handled an issue that is similar to an issue that may be encountered on the new job

➤ *C. Job-related questions*

- assess whether the applicant has the knowledge to do the job



Interview Content: Types of Questions

Scenario: Seven pediatricians work in a busy medical practice, and Monday morning is the busiest time of the week at the clinic. The waiting room is overcrowded, and two of the pediatricians are unexpectedly called away from the office—one for a personal situation and the other to attend to a patient in the hospital. Children and their parents now have to wait up to two hours to see the remaining doctors, and their level of anger and frustration increases as they wait. They are taking out their anger on you.

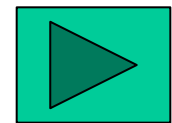
Situational questions: How would you handle this situation? What and how would you communicate with the remaining physicians about this situation?

Experience-based questions: Think about a situation on your last job in which you were faced with angry and upset patients or customers. What was the situation? What did you do? What was the outcome?

Interview Content: Types of Questions

➤ *D. Stress questions*

- An interview in which the interviewer seeks to make the applicant uncomfortable with occasionally rude questions that supposedly to spot sensitive applicants and those with low or high stress tolerance.

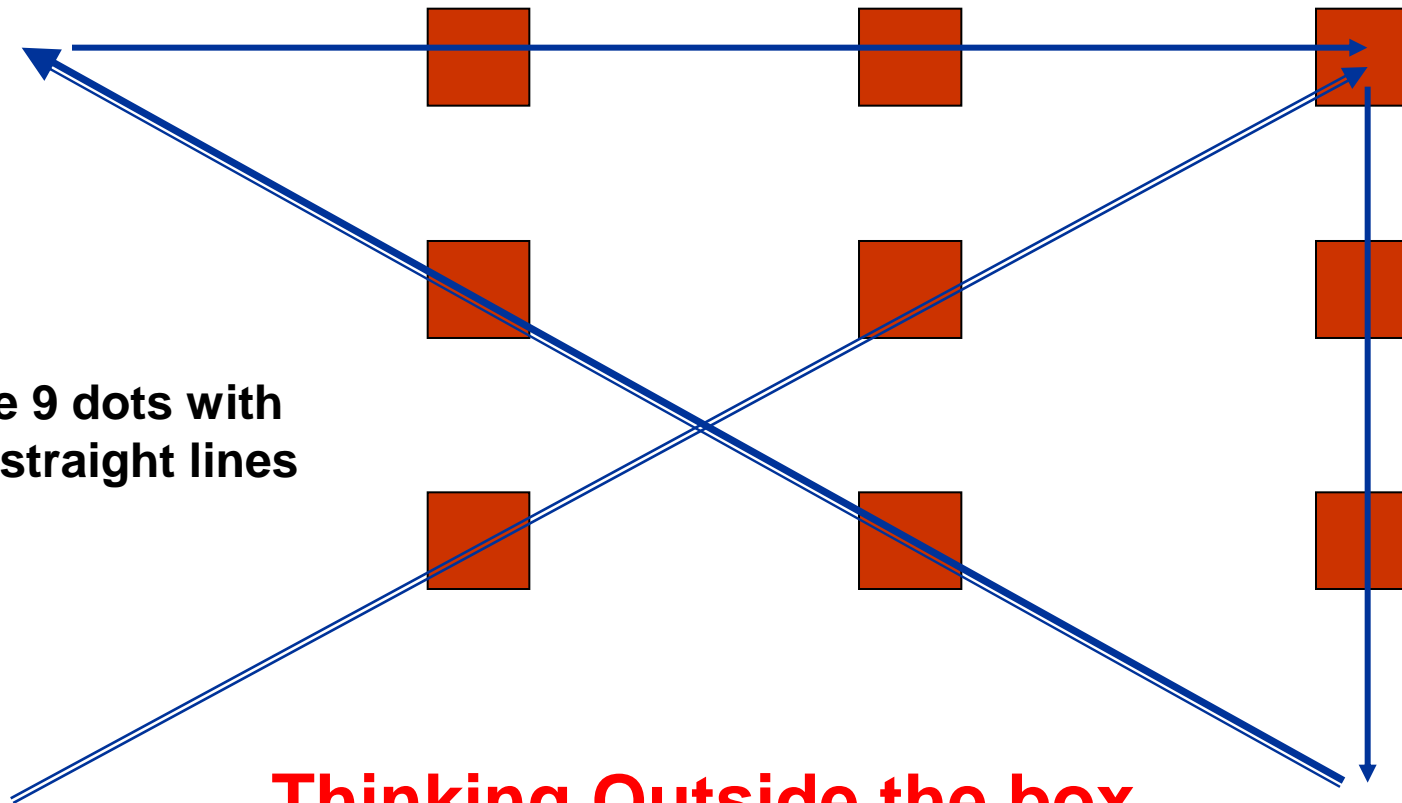


➤ *E. Puzzle questions*

- Recruiters for technical, finance, and other types of jobs use questions to pose problems requiring unique (“out-of-the-box”) solutions to see how candidates think under pressure.



CREATIVITY

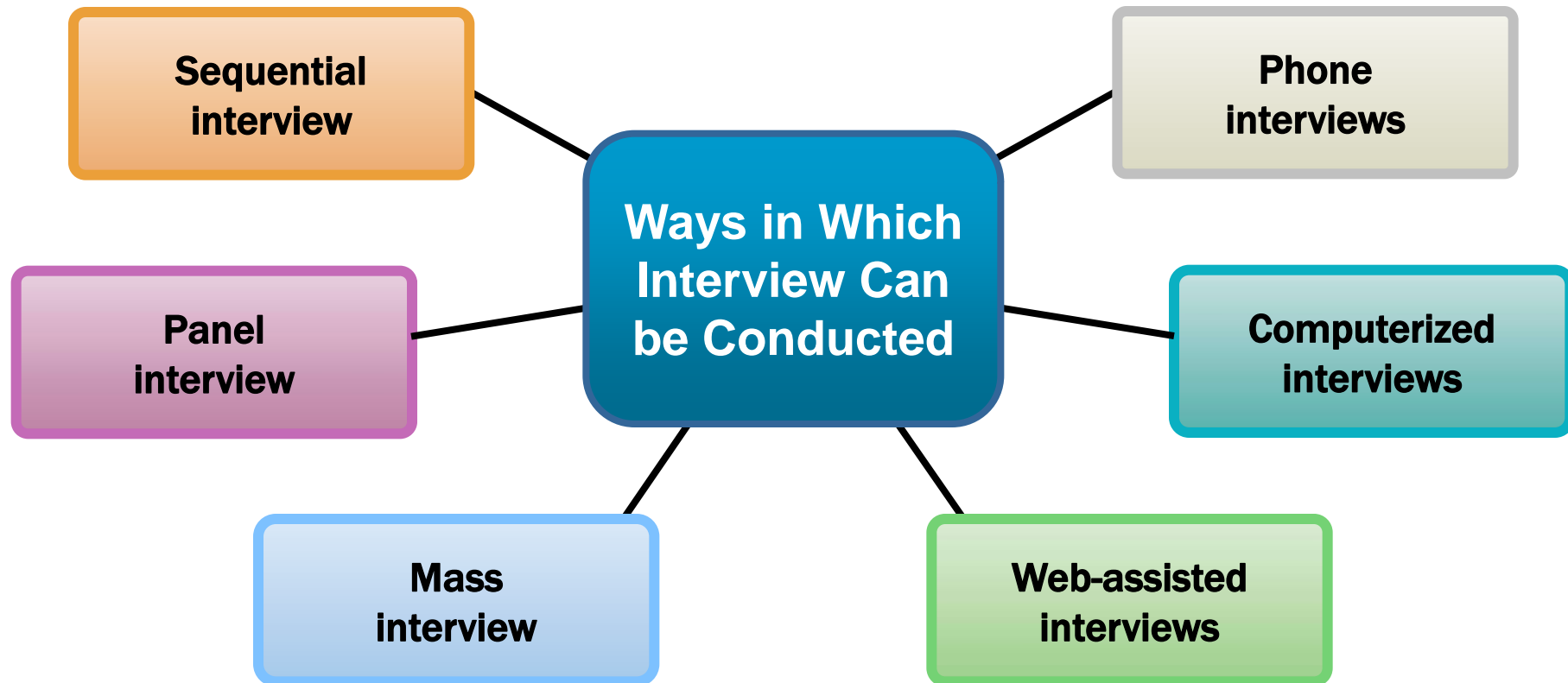


Connect these 9 dots with
4 continuous straight lines

Thinking Outside the box

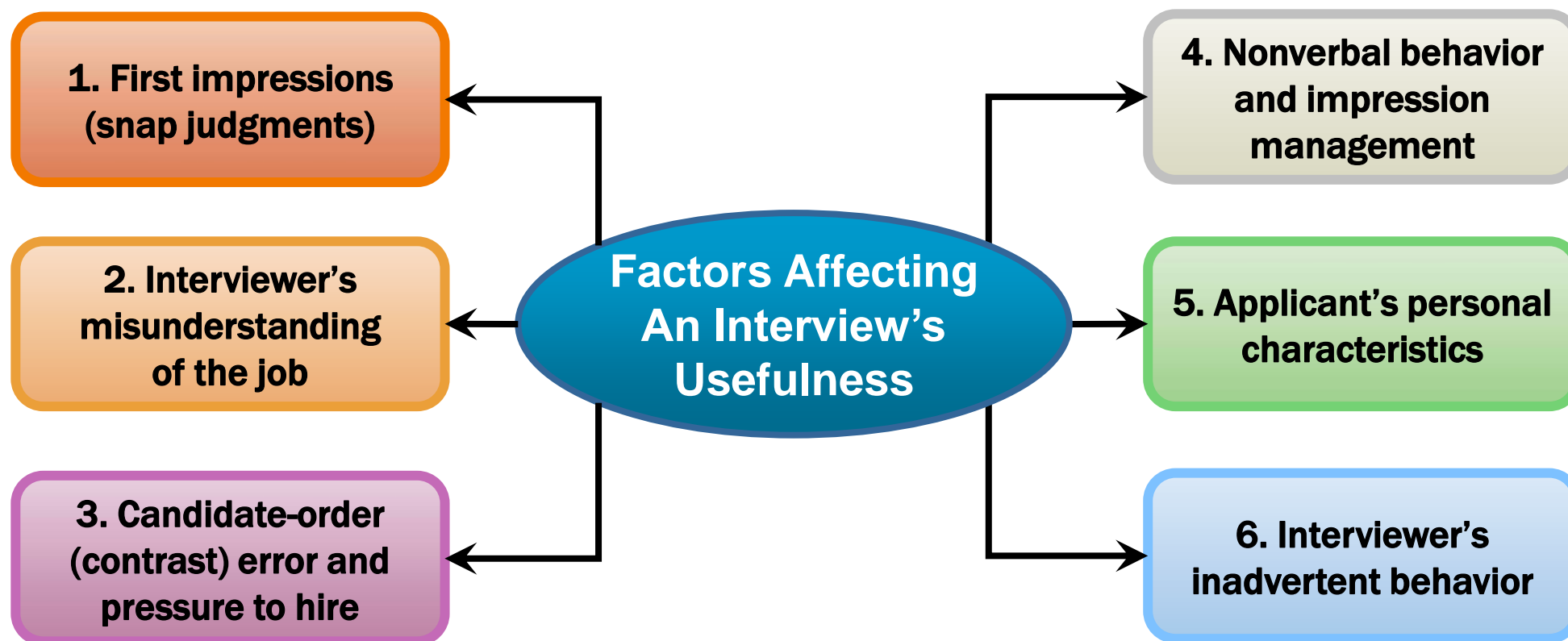


3. Administering the Interview





What Can Undermine An Interview's Usefulness?





Interview Guidelines

1. Prepare yourself.

- For an unstructured interview, learn the job requirements.
- For a structured interview, become familiar with the questions to be asked.
- Review materials or information about the applicant as well.

2. Tidy up the physical environment in which the interview will take place.

3. Describe the job, and invite questions about the job.

4. Put the applicant at ease, and convey an interest in the person.



Interview Guidelines

5. A purposely stressful interview is not desirable, as other reliable and ethical methods can be used to assess an applicant's ability to handle stress.
6. Do not come to premature conclusions (positive or negative) about the applicant. This is particularly important for unstructured interviews.
7. Listen carefully, and ask for clarity if the applicant's responses are vague.
8. Observe and take notes on relevant aspects of the applicant's dress, mannerisms, and affect.



Interview Guidelines

9. Provide an opportunity for the applicant to ask questions.
9. Do not talk excessively. Remember that this is an opportunity to hear from the applicant.
10. Do not ask questions that are unethical or that put the organization in a legally vulnerable position
11. Explain the selection process that comes after the interview.
12. Evaluate the applicant as soon as possible after the interview.



Job Requirements & Selection Tools

➤ *5. Reference Checks*

- study of about 700 HR directors reveals that 87% of respondents used reference checks and 69% conducted background checks.
- Few studies, however, assess the reliability of using reference checks to measure performance in previous jobs
- Studies of the validity of reference checks have found that this tool has low-to-moderate predictive validity



FIGURE 8.1

Guidelines for the Appropriate Use of Reference Checks

1. Ask for and obtain only job-related information.
2. Do not ask for information in an application or personal interview that may be deemed illegal.
3. Applicants should provide written permission to contact references; this may be included in the application form.
4. Individuals who check references should be trained in how to interview references, probe for additional information, and accurately record reference information.
5. Reference information should be recorded in writing.
6. Use the reference-checking process to confirm information provided by the applicant and to identify gaps in the employment record.
7. Use the reference-checking method appropriate to the job.
8. Be aware if the individual who provides a reference is trying to damage a prospective employee by giving a negative reference.
9. Use the references provided by the applicant as a source for additional references or information.
10. Consider using preemployment information services, particularly for sensitive positions.



EMPLOYEE RETENTION



Turnover and Retention

- Among the most important healthcare workforce challenges is staff shortage, and associated with this issue are employee **turnover and retention**.
- Factors affecting the high demand for healthcare workers:
 - Population growth
 - Aging of the population,
 - Improved diagnostic techniques (earlier detection of disease)
 - Heightened consumer demand for a full range of diagnostic and therapeutic technologies (HCAB 2001)

HCAB; Healthcare Advisory Board



Turnover and Retention

- Many organizations view retention as the inverse of turnover.
- **Turnover rate** is a simple ratio that provides only a summary of the gross movement in and out of the organization during a specific time frame (1 year)
- **Retention rate** is the number of specific individuals or cohorts (groups) that enter and exit the organization



Turnover and Retention

$$\text{➤ Turnover rate} = \frac{S}{AE} \times 100$$

$$\text{➤ Retention rate} = 100 - \left[\frac{\{S - (UT + BT)\}}{AE} \times 100 \right]$$

S = Total Number of terminations from what ever cause in the past 12 months

UT = Unavoidable Terminations (i.e. retirements or long term illness)

BT = Beneficial Terminations (i.e. Poor performers)

AE = Average no. of employees within the company during the same period (12 months)



Turnover and Retention

- For example, an organization that experiences a slight decline in **turnover rate** (from 20% to 18 %) over a five-year period may think that it is doing well in addressing its retention problem.
- However, during that same five-year time span, the **retention rate** of individuals who have 5 to 15 years of service declined (from 70% to 35 %).
- These rates indicate that the organization has difficulty with retaining experienced employees and needs to explore and implement new retention strategies.



Studies on Turnover

- *The average annual turnover rate for hospital workers is about 20 %, with substantially higher percentages for particular professional groups.*
- *Generally, nurse turnover in hospitals ranges between 10% and 25%, and in certain sectors, vacancy rates are even higher.*
- *Nurse dissatisfaction has been cited as a key reason for turnover.*



Studies on Nursing Turnover

- “lack of involvement in decision making, problems with supervisors, poor working conditions, inadequate compensation, and lack of job security”. Leonard, and Morris (1984)
- “compensation, poor recognition, lack of flexible scheduling, and increased stress as dissatisfiers”. Swansburg (1990)
- (1) absence of advancement opportunities, (2) stress and burnout related to mandatory overtime, (3) unrealistic workloads, (4) increased paperwork, and (5) nurse perception of lack of respect and recognition. Maryland Nurses Association (2000)



Retention Strategies

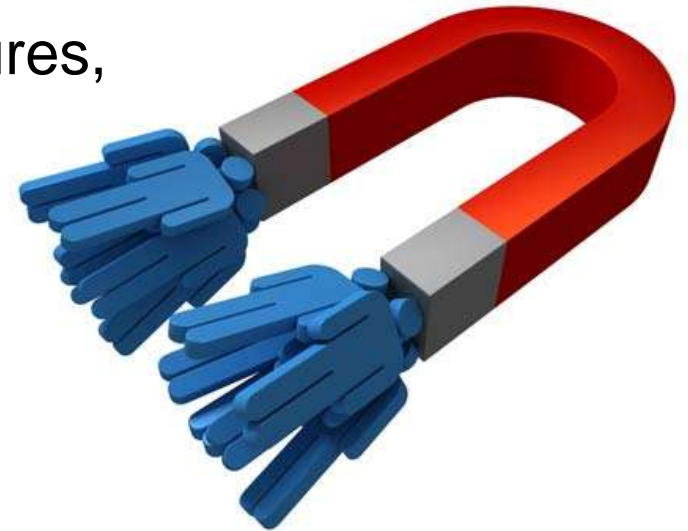
- **Culture of retention:** Through their daily work, the managers creates an environment where people want to stay because they enjoy their work and where staff contribute to this sense of attachment.
- **Generic retention strategies:**
 1. Competitive compensation (direct and indirect)
 2. Re-structure jobs (more satisfying - flextime)
 3. Inspiring management (people quit their supervisors, not their jobs)
 4. Career growth opportunities (job enrichments & promotions)



Retention Strategies

– Magnet Hospitals:

- Characterized by fewer hierarchical structures, decentralized decision making, flexibility in scheduling, positive nurse-physician relationships, and nursing leadership that supports and invests in nurses' career development (Cameron et al. 2004).
- Have lower turnover and higher job satisfaction among nurses (Huerta 2003; Upenieks 2002) and have better patient outcomes and higher levels of patient satisfaction (Scott, Sochalski, and Aiken 1999).





Retention Strategies

- The Healthcare Advisory Board (HCAB 2002) categorizes retention strategies into four types:

	Don't increase Morale	Increase Morale
Don't improve Retention	Providing individualized benefits & services, and employee lounge areas	Offering on-site childcare, creating recognition programs, and providing educational benefits
Improve Retention	Improving screening of applicants, monitoring turnover in key areas, and tracking turnover of key employees	Providing career ladders, implementing buddy programs (mentoring), and allowing flexible scheduling



Retention Strategies

- The HCAB's review yields five effective retention strategies:
 - (1) **Selecting** the right employees
 - (2) Improving **orientation** and on-boarding processes by creating a buddy program and other opportunities that help new employees establish professional and personal relationships with colleagues
 - (3) **Monitoring turnover** to identify specific root causes, including identifying managers whose departments have high turnover rates



Retention Strategies

- (4) developing and implementing **ways to retain** valued employees.
- (5) although marginal in its effectiveness, systematically attempting to **reverse turnover decisions**.



Home Assignment – Read the Case and Solve the Exercise

EXPERIENTIAL EXERCISES

YOUR TEXTBOOK P 230 - 31